



NATIONAL COMPREHENSIVE CENTER
FOR **TEACHER QUALITY**

Evaluating Teacher/Leader Effectiveness

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**Webinar for Washington Teacher-Principal
Evaluation Project**

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The goal of teacher evaluation

*The **ultimate** goal of all teacher evaluation should be...*

**TO IMPROVE
TEACHING AND
LEARNING**

Evaluation System Models

Austin (Student learning objectives with pay-for-performance, group and individual SLOs assess with comprehensive rubric)

<http://archive.austinisd.org/inside/initiatives/compensation/slos.phtml>

Delaware Model (Teacher participation in identifying grade/subject measures which then must be approved by state)

http://www.doe.k12.de.us/csa/dpasii/student_growth/default.shtml

Georgia CLASS Keys (Comprehensive rubric, includes student achievement—see last few pages)

System: http://www.gadoe.org/tss_teacher.aspx

Rubric:

<http://www.gadoe.org/DMGetDocument.aspx/CK%20Standards%202010-18-2010.pdf?>

[p=6CC6799F8C1371F6B59CF81E4ECD54E63F615CF1D9441A92E28BFA2A0AB27E3E&Type=D](http://www.gadoe.org/DMGetDocument.aspx/CK%20Standards%202010-18-2010.pdf?p=6CC6799F8C1371F6B59CF81E4ECD54E63F615CF1D9441A92E28BFA2A0AB27E3E&Type=D)

Hillsborough, Florida (Creating assessments/tests for all subjects)

<http://communication.sdhc.k12.fl.us/empoweringteachers/>

Evaluation System Models (cont'd)

New Haven, CT (SLO model with strong teacher development component and matrix scoring; see Teacher Evaluation & Development System)

<http://www.nhps.net/scc/index>

Rhode Island DOE Model (Student learning objectives combined with teacher observations and professionalism)

http://www.ride.ri.gov/assessment/DOCS/Asst.Sups_CurriculumDir.Network/Assnt_Sup_August_24_rev.ppt

Teacher Advancement Program (TAP) (Value-added for tested grades only, no info on other subjects/grades, multiple observations for all teachers)

<http://www.tapsystem.org/>

Washington DC IMPACT Guidebooks (Variation in how groups of teachers are measured—50% standardized tests for some groups, 10% other assessments for non-tested subjects and grades)

[http://www.dc.gov/DCPS/In+the+Classroom/Ensuring+Teacher+Success/IMPACT+\(Performance+Assessment\)/IMPACT+Guidebooks](http://www.dc.gov/DCPS/In+the+Classroom/Ensuring+Teacher+Success/IMPACT+(Performance+Assessment)/IMPACT+Guidebooks)

Austin Independent School District

Student Learning Objectives:

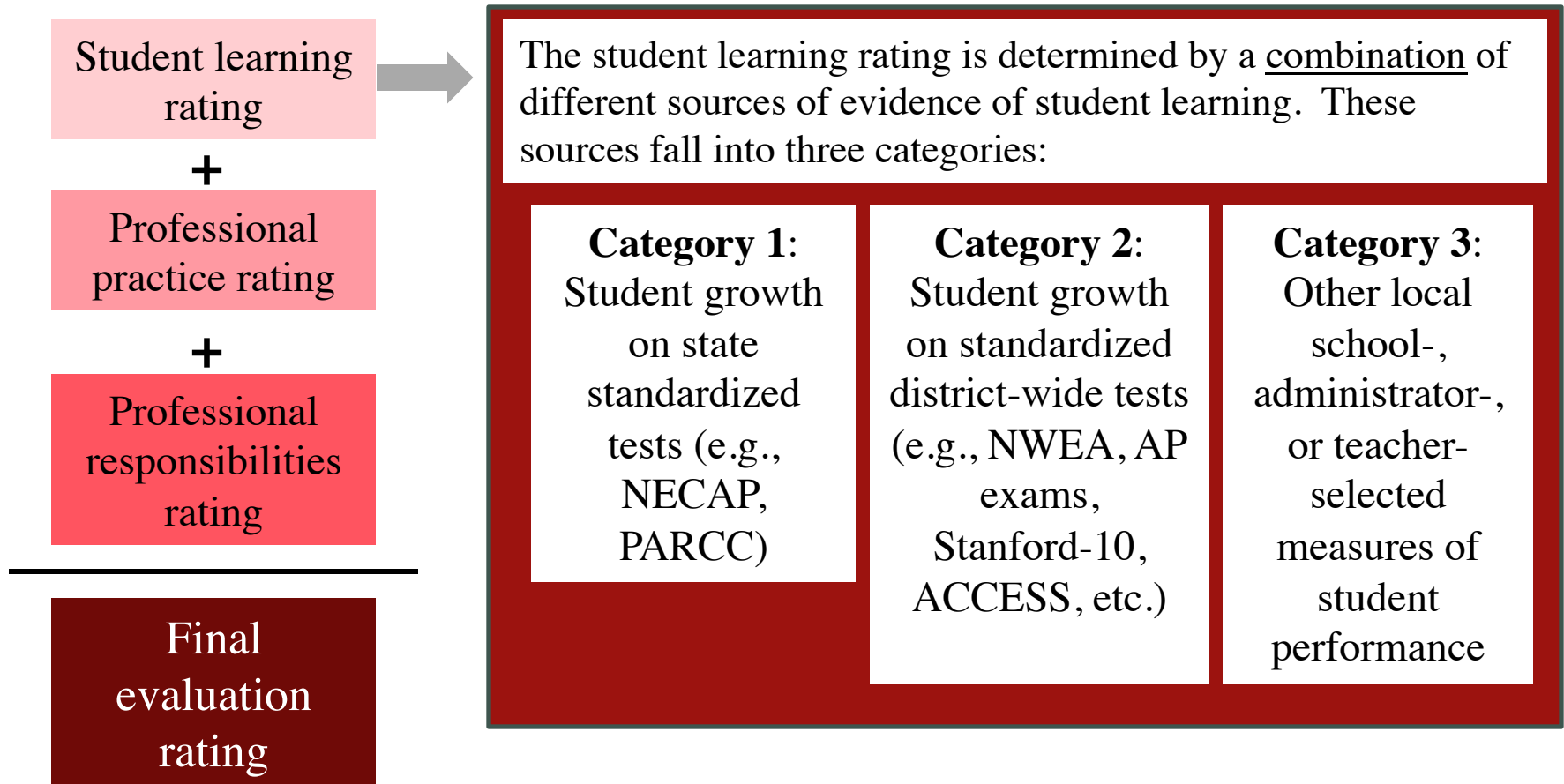
- Teachers determine two SLOs for the semester/year
- One SLO must address all students, other may be targeted
- Use broad array of assessments
- Assess student needs more directly
- Align classroom, campus, and district expectations
- Aligned to state standards/campus improvement plans
- Based on multiple sources of student data
- Assessed with pre and post assessment
- Targets of student growth
- Peer collaboration

Austin Reach Program: Rubric for Determining SLO Rigor (DRAFT)

Student Learning Objective Rigor Rubric

4 Exemplary	3 Proficient	2 Progressing	1 Does not meet standard
<u>Assessment</u> <ul style="list-style-type: none"> Variety of levels of questions (Beginning, Progressing, Proficient, Advanced) At least one very challenging question Sufficient number of items Grade level appropriate Extends and deepens knowledge Measures what is intended 	<u>Assessment</u> <ul style="list-style-type: none"> Variety of levels of questions (Beginning, Progressing, Proficient, Advanced) Sufficient number of items Grade level appropriate Measures what is intended 	<u>Assessment</u> <ul style="list-style-type: none"> Addresses 2 or 3 levels of questions Spread of questions is insufficient Grade level appropriate Mostly measures what is intended 	<u>Assessment</u> <ul style="list-style-type: none"> Addresses only 1 level of questions Insufficient number of questions Not grade level appropriate Does not measure what is intended
<u>Objective</u> <ul style="list-style-type: none"> Reflects a high need Yearlong objective Grade level appropriate Deepens and extends knowledge for all students 	<u>Objective</u> <ul style="list-style-type: none"> Reflects a significant need Yearlong objective Grade level appropriate 	<u>Objective</u> <ul style="list-style-type: none"> Addresses a need Yearlong objective Grade level appropriate 	<u>Objective</u> <ul style="list-style-type: none"> Does not address a need Not a yearlong objective Not grade level appropriate
<u>Growth Target</u> <ul style="list-style-type: none"> Addresses more than 75% of students Substantial growth expected (2 or more years) Students and teachers exceeding expectations 	<u>Growth Target</u> <ul style="list-style-type: none"> Addresses 75% of students (exceptions for sped, small classes, etc) Significant individual growth (at least one year) Pushes students and teachers to exceed typical expectations 	<u>Growth Target</u> <ul style="list-style-type: none"> Addresses fewer than 75% of students Moderate individual growth (less than one year) Students and teachers barely meet expectations 	<u>Growth Target</u> <ul style="list-style-type: none"> Does not address 75% of students Minor individual student growth (less than ½ year) Students and teachers do not meet expectations

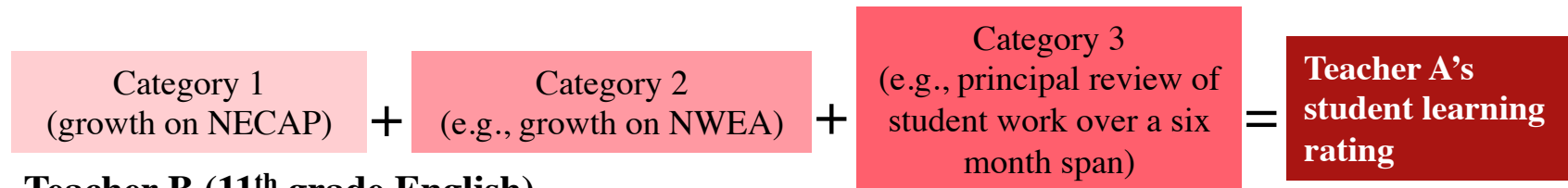
Rhode Island DOE Model: Framework for Applying Multiple Measures of Student Learning



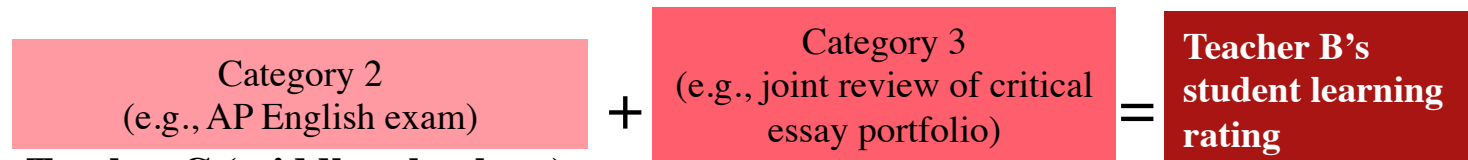
Rhode Island Model: Student Learning Group Guiding Principles

- “Not all teachers’ impact on student learning will be measured by the same mix of assessments, and the mix of assessments used for any given teacher group may vary from year to year.”

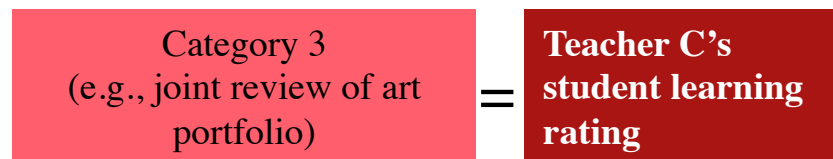
Teacher A (5th grade English)



Teacher B (11th grade English)



Teacher C (middle school art)



This teacher may use several category 3 assessments

New Haven goal-setting process

- Teachers administer formative/diagnostic assessments for each of his/her groups of students prior to the Goal-Setting Conference.
- During the Goal-Setting Conference, teachers set appropriate academic goals for students in collaboration with instructional manager.
- Secondary level: Goals for each of the teacher's individual classes, with academic goals focused solely on the knowledge and skills that are relevant to the content area.
- Elementary level: Where a teacher works primarily with one group of students (or a class) across multiple disciplines, the teacher will devise academic goals that cover the breadth of instruction with a focus on the priority learning areas.
- Teachers, in collaboration with their instructional manager, will determine the appropriate number of goals as well as whether or not the goals set are "acceptable" – i.e., aligned to standards, challenging but attainable, measureable, and based on assessment(s) that meet district criteria.
- If teacher and instructional manager are not able to agree on an appropriate set of goals, a third party individual (e.g., a district supervisor) will mediate and, if necessary, act as the final decision-maker.

New Haven Evaluators and support providers

- Instructional managers are responsible for giving final rating
- They may be principals, assistant principals, or “as necessary and appropriate, a designee”
- There are also coaches (instructional and content), lead teachers, and mentors
 - May have no teaching load or reduced load
 - May be itinerant or school-based

New Haven Measures by “group”

Group	Teachers by Subject and Grade	Growth Measures to Be Used in 2010 - 2011	Growth Measures to Be Used in the Long-term
1	General Ed (including Bilingual) (K-3)	<ul style="list-style-type: none"> Teacher and IM selected (2+) 	<ul style="list-style-type: none"> District-wide assessment aligned to guiding principles Portfolio-based assessment of 21st Century Competencies Teacher and IM selected (as needed)
2	General Ed (including Bilingual) (4-6)	<ul style="list-style-type: none"> CMT (Reading, Math, Writing) Teacher and IM selected (1+) 	<ul style="list-style-type: none"> CMT (Reading, Math, Writing) District-wide assessment aligned to guiding principles
3	English & Math (7-8)	<ul style="list-style-type: none"> CMT (Reading, Math, Writing) Teacher and IM selected (1+) 	<ul style="list-style-type: none"> Portfolio-based assessment of 21st Century Competencies Teacher and IM selected (as needed)
4	Social Studies, Science, & World Languages (7-8)	<ul style="list-style-type: none"> Teacher and IM selected (2+) 	<ul style="list-style-type: none"> District-wide assessment aligned to guiding principles Portfolio-based assessment of 21st Century Competencies Teacher and IM selected (as needed)
5	English, Math, Social Studies, Science, & World Languages (9-12)	<ul style="list-style-type: none"> Teacher and IM selected (2+) 	
6	Specials/Electives (e.g. Art, PE, Music, Tech Ed) (K-12)	<ul style="list-style-type: none"> Teacher and IM selected (2+) 	<ul style="list-style-type: none"> Portfolio-based assessment of 21st Century Competencies Teacher and IM selected (1+)
7	ESL (K-12)	<ul style="list-style-type: none"> CMT (Reading, Writing) where appropriate / applicable by grade Teacher and IM selected (1-2+) 	<ul style="list-style-type: none"> CMT (Reading, Writing) where applicable by grade District-wide LA assessment aligned to guiding principles, where appropriate Portfolio-based assessment of 21st Century Competencies Teacher and IM selected (as needed)
8	Special Education (K-12)	<ul style="list-style-type: none"> CMT or MAS (Reading, Math, Writing) where appropriate / applicable by grade and student inclusion Teacher and IM selected, based on IEP (1-2+) 	<ul style="list-style-type: none"> CMT or MAS (Reading, Math, Writing), where appropriate and applicable by grade District-wide assessment aligned to guiding principles, where appropriate Portfolio-based assessment of 21st Century Competencies Teacher and IM selected, based on IEP (as needed)
9	NHFT *not* primary instructors	<ul style="list-style-type: none"> Teacher and IM selected (2+) 	<ul style="list-style-type: none"> Teacher and IM selected (2+)

New Haven assessment examples

➤ Examples of Assessments/Measures

- Basic literacy assessments, DRA
- District benchmark assessments
- District Connecticut Mastery Test
- LAS Links (English language proficiency for ELLs)
- Unit tests from NHPS approved textbooks
- Off-the-shelf standardized assessments (aligned to standards)
- Teacher-created assessments (aligned to standards)
- Portfolios of student work (aligned to standards)
- AP and International Baccalaureate exams

New Haven “matrix”

		Student Learning Growth				
		1	2	3	4	5
Instructional Practice and Professional Values	1	1	1	2	3*	3*
	2	1	2	2	3	4*
	3	1	2	3	4	5
	4	2*	3	4	4	5
	5	3*	3*	4	5	5

“The ratings for the three evaluation components will be synthesized into a final summative rating at the end of each year. Student growth outcomes will play a preponderant role in the synthesis.”

Washington DC IMPACT: Educator Groups

1. General Education Teachers with Individual Value-Added Student Achievement Data
2. General Education Teachers without Individual Value-Added Student Achievement Data
3. Special Education Teachers
- 3a. Special Education Teachers — Autism Program
4. Non-Itinerant English Language Learner (ELL) Teachers
5. Itinerant English Language Learner (ELL) Teachers
6. Shared Special Subject Teachers
7. Visiting Instruction Service Teachers
8. Student Support Professionals
9. Library Media Specialists
10. Counselors
11. School-Based Social Workers and Psychologists
12. Related Service Providers
13. Special Education Coordinators
14. Program Coordinators & Deans
15. Instructional Coaches
16. Mentor Teachers
17. Educational Aides
18. Office Staff
19. Custodial Staff
20. All Other School-Based Personnel

DC Impact: Score comparison for Groups 1-3

	Group 1 (tested subjects)	Group 2 (non-tested subjects)	Group 3 (special education)
Teacher value-added (based on test scores)	50%	0%	0%
Teacher-assessed student achievement (based on non-VAM assessments)	0%	10%	10%
Teacher and Learning Framework (observations)	35%	75%	55%

Washington DC IMPACT: Instructions for teachers in non-tested subjects/ grades

“In the fall, you will meet with your administrator to decide which assessment(s) you will use to evaluate your students’ achievement. If you are using multiple assessments, you will decide how to weight them. Finally, you will also decide on your specific student learning targets for the year. Please note that your administrator must approve your choice of assessments, the weights you assign to them, and your achievement targets. Please also note that your administrator may choose to meet with groups of teachers from similar content areas rather than with each teacher individually.”

Washington DC IMPACT: Rubric for Determining Success (for teachers in non-tested subjects/grades)

TEACHER-ASSESSED STUDENT ACHIEVEMENT DATA (TAS) RUBRIC

LEVEL 4 (HIGHEST)

LEVEL 3

TAS 1: TEACHER-ASSESSED STUDENT ACHIEVEMENT DATA

TAS
1

Student scores on teacher assessments indicate, on average, **exceptional** learning, such as at least 1.5 years of growth or at least 90% mastery of content standards; assessments used are **approved** by the administration; and scores reported are **validated** by the administration.

Student scores on teacher assessments indicate, on average, **significant** learning, such as at least 1.25 years of growth or at least 80% mastery of content standards; assessments used are **approved** by the administration; and scores reported are **validated** by the administration.

Note: If a teacher uses more than one assessment, each will be rated individually and the scores will be averaged together.

Washington DC IMPACT: Rubric for Determining Success (for teachers in non-tested subjects/grades)

LEVEL 2

Student scores on teacher assessments indicate, on average, **some** learning, such as at least 1 year of growth or at least 70% mastery of content standards; assessments used are **approved** by the administration; and scores reported are **validated** by the administration.

LEVEL 1 (LOWEST)

Student scores on teacher assessments indicate, on average, **little** learning, such as less than 1 year of growth or less than 70% mastery of content standards; assessments used are **not approved** by the administration; or scores reported are **not validated** by the administration.

Teacher Advancement Program (TAP) Model

- TAP requires that teachers in tested subjects be evaluated with value-added models
- All teachers are observed in their classrooms (using a Charlotte Danielson type instrument) at least three times per year by different observers (usually one administrator and two teachers who have been appointed to the role)
- Teacher effectiveness (for performance awards) determined by combination of value-added and observations
- Teachers in non-tested subjects are given the school-wide average for their value-added component, which is combined with their observation scores

Georgia KEYS

STUDENT ACHIEVEMENT - “Annual teacher evaluations shall as a minimum take into consideration the following: (1) the role of the teacher in meeting the school’s student achievement goals, including the academic gains of students assigned to the teacher.” Georgia Code 20-2-210 (b) (1) and (a)

“In making a determination of the academic gains of the students assigned to a teacher, evaluators should make every effort to have available and to utilize the results of a wide range of student achievement assessments, including those utilized by the teacher, set by the local board of education, or required under this article.” Georgia Code 20-2-210 (b) (1) and (c)

Student Achievement Teacher Standard 1: The teacher has a positive impact on student learning and academic achievement.

SA 1.1 Students taught by the teacher demonstrate the Georgia Performance Standard (GPS) related academic achievement progress on measures of student learning including state-mandated achievement tests or other measures as determined by the school district (e.g., teacher-developed assessments, department or district common assessments, benchmark tests, student work samples, portfolios, etc.).

	<input type="checkbox"/> Not Evident	<input type="checkbox"/> Emerging	<input type="checkbox"/> Proficient	<input type="checkbox"/> Exemplary
Continuum of Improvement	No quantifiable evidence exists that student achievement has increased, based on pre- and post-assessments using measures identified by the school district.	Quantifiable evidence exists that student achievement has increased, but has not met the established benchmark identified by the school district.	Quantifiable evidence exists that student achievement has met the benchmark based on pre- and post-assessments using measures identified by the school district.	Quantifiable evidence exists that student achievement has exceeded the benchmarks based on multiple measures of student learning including pre- and post-measures identified by the school district and also includes data from multiple measures of student learning.

Georgia KEYS for Non-tested subjects

SA 1.2 Students taught by the teacher of content areas not addressed by the Georgia Performance Standards (GPS) demonstrate academic achievement progress on measures of student learning as determined by the school district (e.g., teacher-developed assessments, department or district common assessments, benchmark tests, student work samples, portfolios, etc.).

	Not Evident	Emerging	Proficient	Exemplary
Continuum of Improvement	No quantifiable evidence exists that student achievement has increased, based on pre- and post-assessments using measures identified by the school district.	Quantifiable evidence exists that student achievement has increased, but has not met the benchmarks based on pre- and post-assessments using measures identified by the school district.	Quantifiable evidence exists that student achievement has met the benchmarks based on pre- and post-assessments using measures identified by the school district.	Quantifiable evidence exists that student achievement has exceeded the benchmarks based on multiple measures of student learning including pre- and post-assessments identified by the school district.
Example 1	Teacher Generated Performance Standards This option is similar to Example 3 in SA 1.1. A district-wide group of teachers could collaborate to determine proficiency or progress standards for a given subject. The type of assessment would depend on the skills and knowledge that students are expected to master. Art and music classes, for example, may require students to demonstrate skills through performance. Art students might be required to amass a portfolio that exhibits progress and eventual mastery of certain skills. Band students may be required to make recordings or give live performances.			
Example 2	Certification Based Assessment Students in some fields, such as career and technical education, can seek certification that they have mastered certain skills. These certification tests may have been developed by national associations, state boards, or private companies. Districts may choose to adopt some of these tests as assessments of proficiency for their own coursework. This strategy has the advantage of holding students to a recognized standard and allowing for comparisons to students outside the district. Drawbacks may include the monetary cost of testing and the challenge of finding tests that are representative of course content.			
Example 3	National Standards Some subjects may be covered by standards set by a national organization. For example, physical education students may be assessed using the President's Physical Fitness Test. Students that achieve passing scores may be considered proficient, and progress can be measured across multiple testing periods. In addition, information from sporting associations may be used to assess students' knowledge of the rules and strategies of various sports.			

Delaware Model

- Standardized test will be used as part of teachers' scores in some grades/subjects
- "Group alike" teachers, meeting with facilitators, determine which assessments, rubrics, processes can be used in their subjects/grades (multiple measures)
- Assessments must focus on standards, be given in a "standardized" way, i.e., giving pre-test on same day, for same length of time, with same preparation
- Teachers recommend assessments to the state for approval
- Teachers/groups of teachers take primary responsibility for determining student growth
- State will monitor how assessments are "working"

Hillsborough, FL

- Stated goal is to evaluate every teacher's effectiveness with student achievement growth, even teachers in non-tested subjects and grades
- Undertaking to create pre- and post-assessments for all subjects and grades
- Expanding state standardized tests and using value-added to evaluate more teachers
- Part of a multiple measures system

Putting it all together: Cut scores (1)

- Relative standards are used for many, even most assessments
 - Define a cut score by specifying pass/fail relative to either
 - Another group that has already been evaluated (may be a “norm-referenced” group)
 - The group currently being evaluated as a whole (essentially ranking them)

Putting it all together: Cut scores (2)

- Absolute standards base the cut score on specific criteria that indicates competency
 - The “group” scores have no influence on whether a particular teacher passes or fails
 - Thus, all students might pass and be deemed competent or all students might fail
- An absolute standard is appropriate when there are specific, “non-negotiable” criteria that teachers must meet

Putting it all together: Cut scores (3)

- Important to consider what different levels might “trigger”
 - Rewards, recognition, advancement, tenure, etc. for highest performance (level 4)
 - Recognition, encouragement (level 3)
 - Examination of evidence, diagnosis of performance and outcomes, support, improvement plan (level 2)
 - Examination of evidence, diagnosis of performance and outcomes, improvement plan, intensive supervision and assistance, loss of tenure, and/or dismissal for lowest performance (level 1)

Questions to consider in setting cut scores

- What are the consequences (to teachers, schools, and districts), both good and bad, of setting cut scores in a particular place?
- How will the cut scores impact schools use of resources (for supporting teachers, overseeing improvement plans, etc.)
- How will the cut scores impact teacher morale, school culture, recruitment and retention?

Not all “1s” are the same

- There may be conditions under which it would be acceptable for a teacher to be a “1” for a brief period of time
 - Novice teachers
 - Teachers who have moved grades/schools
 - Teachers who are teaching “out of field”
 - Teachers recruited from other countries who may have language/cultural shifts to navigate
 - Teachers who have experienced a serious health problem or personal loss

A single “bad” year vs. a pattern

- Any teacher can have a year where they struggle
- The key is to identify whether this is a “bad” year or a “pattern” of poor performance
 - Response to a “bad” year should be mostly supportive with targeted assistance
 - Response to a pattern should be more intensive with diagnosis of problem areas, improvement plan, etc.
- Teachers *want* to be successful!

Effectiveness can be improved!

- Most teachers are doing the best they can
 - Help them do better with feedback, support, coaching, and a focus on classroom environment and relationships with students
- Teachers who are discouraged may need to see successful teachers with their kids
- Teachers who are consistently effective should be encouraged to model and teach specific practices to less effective teachers

Why you should keep them

- With the right instructional strategies, most teachers can improve student outcomes
- By creating and maintaining a better learning environment, students and teachers can collaborate successfully
- The teachers you hire to replace them are not necessarily going to be more effective
- You may not be able to find replacements!

Keep in mind...

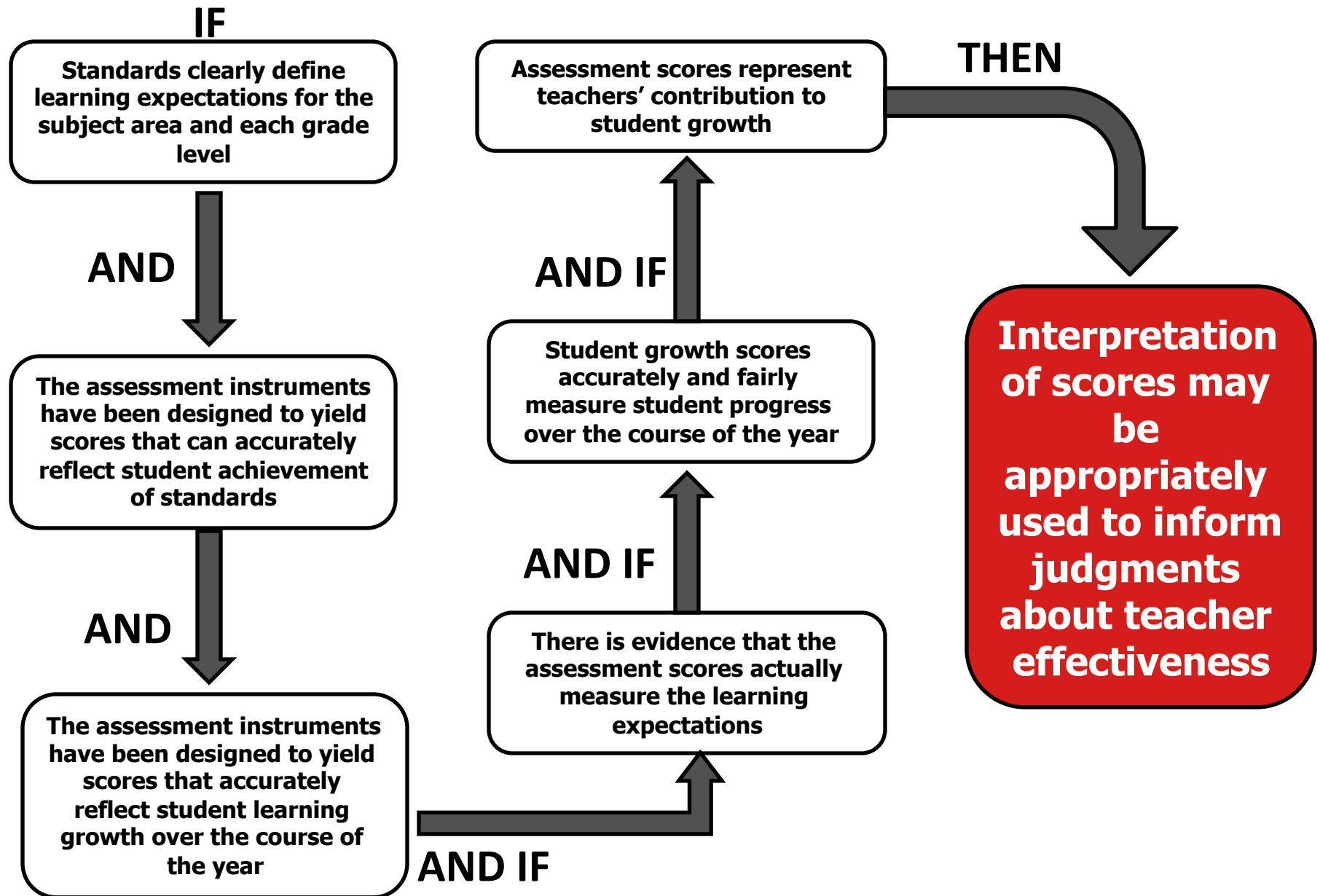
All teachers want to be effective,
and supporting them to be
effective is perhaps the most
powerful talent management
strategy we have

Weights and measures

- There are no “rules” here; weights are likely to be determined by local priorities and beliefs
- Alignment among measures is important
 - A teacher who is “high” in one area should generally be “high” in others as well
 - New Haven and Rhode Island use matrices
- The specific “mix” of measures may be locally determined within state guidelines
 - The mix should be evaluated year-to-year to see how the set of measures and weights are working

Validity

- Tests, systems, etc. do not have validity
- Validity lies in how they are used
 - A test designed to measure student knowledge and skills in a specific grade and subject may be valid for determining where that student is relative to his/her peers at a given point in time
 - However, there are questions about validity in terms of using such test results to measure *teachers*
 - What part of a student's score is attributable solely to the teacher's instruction and effort?



Propositions that justify the use of these measures for evaluating teacher effectiveness. (Adaptation based on Bailey & Heritage, 2010 and Perie & Forte (in press)) (Herman, Heritage & Goldschmidt, 2011). Slide used courtesy of Margaret Heritage.

Validity is a process

- Starts with defining the criteria and standards you want to measure
- Requires judgment about whether the instruments and processes are giving accurate, helpful information about performance
- Verify validity by
 - Comparing results on multiple measures
 - Multiple time points, multiple raters

Principal Evaluation: Interstate School Leaders Licensure Consortium (ISSLC) Standards

Standard 1: A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

Standards 2: A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

Standard 3: A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

Principal Evaluation: Interstate School Leaders Licensure Consortium (ISSLC) Standards (cont'd)

Standard 4: A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

Standard 5: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.

Standard 6: A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

Vanderbilt Assessment of Leadership in Education (VAL-Ed)

- “The instrument consists of 72 items defining six core component subscales and six key process subscales.
- Principal, Teachers, & Supervisor provide a 360-degree, evidenced-based assessment of leadership behaviors.
- Respondents rate effectiveness of 72 behaviors on scale 1=Ineffective to 5=Outstandingly effective.
- Each respondent rates the principal’s effectiveness after indicating the sources of evidence on which the effectiveness is rated.
- Two parallel forms of the assessment facilitate measuring growth over time.
- The instrument will be available in both paper and online versions.”

Vanderbilt Assessment of Leadership in Education (VAL-Ed) Definitions

- **"High Standards for Student Learning"** —There are individual, team, and school goals for rigorous student academic and social learning.
- **Rigorous Curriculum (content)** —There is ambitious academic content provided to all students in core academic subjects.
- **Quality Instruction (pedagogy)** —There are effective instructional practices that maximize student academic and social learning.
- **Culture of Learning & Professional Behavior** —There are integrated communities of professional practice in the service of student academic and social learning. There is a healthy school environment in which student learning is the central focus.
- **Connections to External Communities** —There are linkages to family and/or other people and institutions in the community that advance academic and social learning.
- **Performance Accountability** — Leadership holds itself and others responsible for realizing high standards of performance for student academic and social learning. There is individual and collective responsibility among the professional staff and students."

Vanderbilt Assessment of Leadership in Education (VAL-Ed)

- **"Planning**—Articulate shared direction and coherent policies, practices, and procedures for realizing high standards of student performance.
- **Implementing**—Engage people, ideas, and resources to put into practice the activities necessary to realize high standards for student performance.
- **Supporting**—Create enabling conditions; secure and use the financial, political, technological, and human resources necessary to promote academic and social learning.
- **Advocating**—Promotes the diverse needs of students within and beyond the school.
- **Communicating**—Develop, utilize, and maintain systems of exchange among members of the school and with its external communities.
- **Monitoring**—Systematically collect and analyze data to make judgments that guide decisions and actions for continuous improvement."

Vanderbilt Assessment of Leadership in Education (VAL-Ed)

This table represents the conceptual framework for VAL-Ed. Each cell represents the cross-section of one core component and one key process of principal leadership. Every item in the Principal, Supervisor, and Teacher Response form represents a cross-section of one core component and one key process.

Core Components	Key Processes					
	Planning	Implementing	Supporting	Advocating	Communicating	Monitoring
High Standards for Student Learning						
Rigorous Curriculum (content)						
Quality Instruction (pedagogy)						
Culture of Learning & Professional Behavior						
Connections to External Communities						
Performance Accountability						

Vanderbilt Assessment of Leadership in Education (VAL-Ed)

High Standards for Student Learning	Sources of Evidence Check Key Sources of Evidence						Effectiveness Rating Circle One Number to Indicate How Effective				
	Reports from Others	Personal Observations	School Documents	School Projects or Activities	Other Sources	No Evidence	Ineffective	Minimally Effective	Satisfactorily Effective	Highly Effective	Outstandingly Effective

How effective is the principal at ensuring the school ...

Planning	1. plans rigorous growth targets in learning for all students.							1	2	3	4	5
	2. plans targets of faculty performance that emphasize improvement in student learning.							1	2	3	4	5

North Carolina School Executive Evaluation Goals

- The principal/assistant principal performance evaluation process will:
- Serve as a guide for principals/assistant principals as they reflect upon and improve their effectiveness as school leaders;
 - Inform higher education programs in developing the content and requirements of degree programs that prepare future principals/assistant principals;
 - Focus the goals and objectives of districts as they support, monitor and evaluate their principals/assistant principals;
 - Guide professional development for principals/assistant principals; and
 - Serve as a tool in developing coaching and mentoring programs for principals/assistant principals.

North Carolina School Executive Evaluation Process

- Principals and Assistant Principals are evaluated annually
- Focus is “formative professional development” (non-threatening, collegial)
- Assesses performance in relation to NC Standards for School Executives
- All school executives and those who will evaluate them must complete approved state training on the rubric and evaluation process

Principal Evaluation Instruments

Vanderbilt Assessment of Leadership in Education

<http://www.valed.com/>

- Also see the VAL-Ed Powerpoint at http://peabody.vanderbilt.edu/Documents/pdf/LSI/VALED_AssessLCL.ppt

North Carolina School Executive Evaluation Rubric

<http://www.ncpublicschools.org/profdev/training/principal/>

- Also see the NC “process” document at <http://www.ncpublicschools.org/docs/profdev/training/principal/principal-evaluation.pdf>

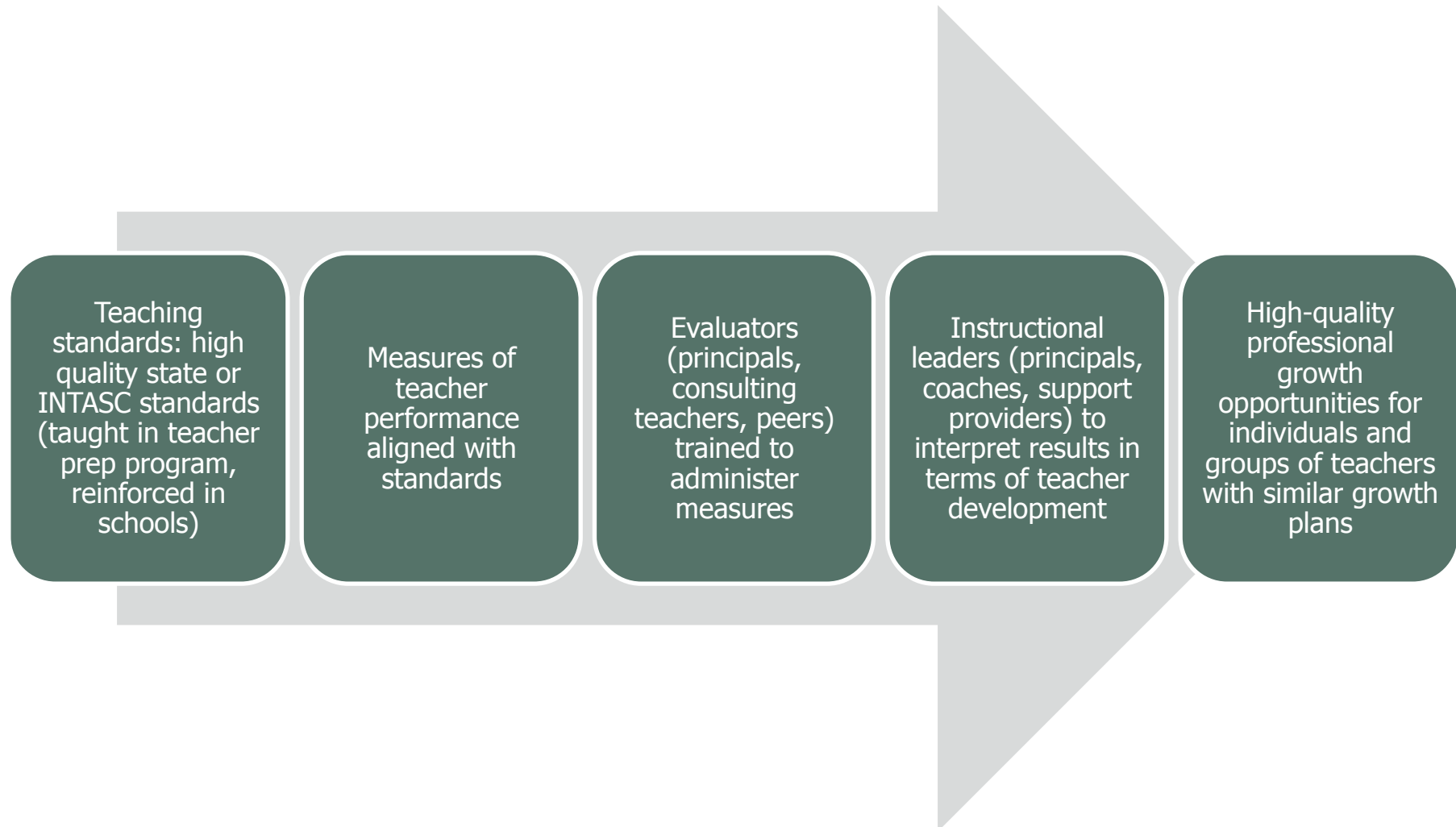
Iowa’s Principal Leadership Performance Review

<http://www.sai-iowa.org/principaleval>

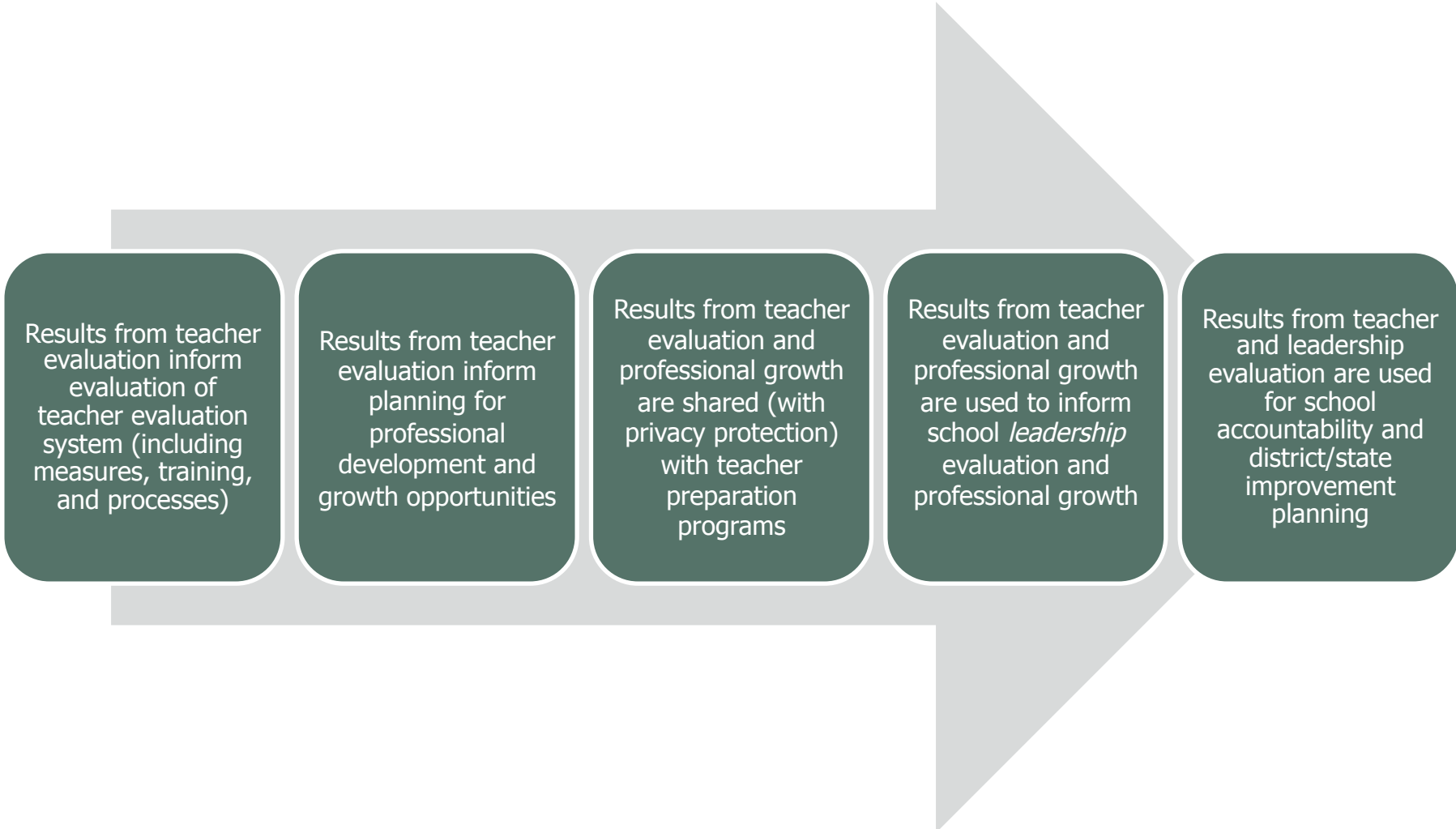
Ohio’s Leadership Development Framework

http://www.ohioleadership.org/pdf/OLAC_Framework.pdf

An aligned teacher evaluation system: Part I



An aligned teacher evaluation system: Part II



Results from teacher evaluation inform evaluation of teacher evaluation system (including measures, training, and processes)

Results from teacher evaluation inform planning for professional development and growth opportunities

Results from teacher evaluation and professional growth are shared (with privacy protection) with teacher preparation programs

Results from teacher evaluation and professional growth are used to inform school *leadership* evaluation and professional growth

Results from teacher and leadership evaluation are used for school accountability and district/state improvement planning

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Questions?





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